

*INTERNATIONAL  
JOURNAL OF  
STRATEGIC  
MANAGEMENT*

---

**LONG  
RANGE  
PLANNING**

The Journal of  
**THE  
STRATEGIC  
PLANNING  
SOCIETY •**

and of the  
European Strategic Planning Federation

---

# Long Range Planning

The Journal of the Strategic Planning Society and of the  
European Strategic Planning Federation

**Editor:** Professor Bernard Taylor

**Executive Editor:** Martin E. Burrridge

**North American Editor:** Professor John Grant

**Japan and South-East Asia Editor:** Professor Toyohiro Kono

## **U.K. Editorial Office:**

Professor Bernard Taylor  
Henley—The Management College  
Greenlands, Henley-on-Thames  
Oxon RG9 3AU, U.K.  
Telephone: Henley (0491) 571454

## **U.S. Editorial Office:**

Professor John Grant  
Joseph M. Katz Graduate  
School of Business  
University of Pittsburgh  
Pittsburgh  
PA 15260, U.S.A.

## **Japan and South-East Asia Editorial Office:**

Professor Toyohiro Kono  
Department of Management  
Faculty of Economics  
Gakushuin University  
1-5-1 Mejiro, Toshima-ku  
Tokyo 171, Japan

## **Editorial Board**

**John Grant (Chairman)**, Chairman Strategic Planning Society

**Barbara Barrett**, Pergamon Press plc

**Professor W. K. Brauers**, European Strategic Planning Federation

**John Chandler**, James Wilk Associates Ltd, U.K.

**Professor S. W. Douma**, Brabant Catholic University, The Netherlands

**Bruce Lloyd (Book Review Editor)**, South Bank Polytechnic, U.K.

**Christopher Lorenz**, Financial Times

**David G. Millar**, Chloride Solar

## **Editorial Advisory Board**

**Lars Adler**, Copadec, AB, Västerås, Sweden

**Professor H. Igor Ansoff**, United States International University, San Diego, California, U.S.A.

**Peter Baynes**, Highlands, Seal, Sevenoaks, U.K.

**Michael Carpenter**, General Electric Company, Connecticut, U.S.A.

**Dr Magdolna Csath**, K. Marx University of Economics, Budapest, Hungary

**Professor D. J. Eppink**, Free University, Amsterdam, The Netherlands

**Siegfried Höhn**, Volkswagenwerk AG, Wolfsburg, F.R.G.

**David E. Hussey**, Harbridge Consulting Group Ltd, London, U.K.

**Tsuneo Kikuno**, JMA Consultants Inc., Tokyo, Japan

**Ian R. Macdonald**, University of Birmingham, U.K.

**Professor Patrick McNamee**, University of Ulster at Jordanstown, U.K.

**Professor Andre Morkel**, University of Western Australia, Australia

**Dr N. Nakahara**, President, Toa Nenryo Kogy, Kabushiki Kaisha, Tokyo, Japan

**Professor G.-I. Nakamura**, Asia University, Nerima-Ku, Tokyo, Japan

**Michael Naylor**, General Motors Corporation Technical Center, Warren, Missouri, U.S.A.

**Robert Perrin**, Robert Perrin International, U.K.

**Professor Michael Porter**, Harvard University, Cambridge, Massachusetts, U.S.A.

**W. W. Simmons**, Planning Consultant, Greenwich, Connecticut, U.S.A.

**Professor George Steiner**, University of California, Los Angeles, U.S.A.

**Ian Wilson**, SRI International, California, U.S.A.

**J.-G. Wissema**, Wissema Group, Business and Policy Consultants, The Hague, The Netherlands

## **© Copyright 1990 Pergamon Press plc**

*Long Range Planning* is published 6 issues/annum and is available on subscription. Subscription enquiries from customers in North America should be sent to: Pergamon Press Inc., Maxwell House, Fairview Park, Elmsford, NY 10523, U.S.A., telephone: 914 592 7700. Remainder of the world to: Pergamon Press plc, Headington Hill Hall, Oxford OX3 0BW, U.K., telephone (0865) 64881.

Annual institutional subscription rate (1990) DM690.00. 2 year institutional rate (1990/91) DM1311.00. Personal subscription rate for those whose library subscribes at the regular rate (1990) DM185.00.

Members of the Strategic Planning Society receive the Journal as part of their subscription dues for the Society paid direct to the Society at 17 Portland Place, London W1N 3AF.

Published by Pergamon Press, on behalf of the Strategic Planning Society, 17 Portland Place, London W1N 3AF.

Executive Secretary—Miss C. Langan. Telephone: 01-636-7737.



# Subject Index

## ARTIFICIAL INTELLIGENCE

Towards the Library of the Future (Feigenbaum E A) 1989 22 (1), 118

## AUSTRALIAN BUSINESS

A Tough Future for Australian Business (Laczniak E R, Pecotich A, Carroll B) 1989 22 (1), 48

## BANKING

Assessing the Performance of a Development Bank (Jain P K) 1989 22 (6), 100

Strategic Planning in Banks—Does it Pay? (Gup B E, Whitehead D D) 1989 22 (1), 124

## BUSINESS ENVIRONMENT

Designing a Business Scanning System (Calori R) 1989 22 (1), 69

Identifying Strategic Issues (Murphy J J) 1989 22 (2), 101

Testing Plans Against Alternative Futures (Boshoff H) 1989 22 (5), 69

A Tough Future for Australian Business (Laczniak E R, Pecotich A, Carroll B) 1989 22 (1), 48

## BUSINESS RESPONSIBILITY

Growth in Activist Groups: How Can Business Cope? (Pattakos A N) 1989 22 (3), 98

## CASE STUDIES

Investing in CAD: A Case of *ad hoc* Decision-making (Currie W L) 1989 22 (6), 85

Managing a Successful Turnaround (Zimmerman F M) 1989 22 (3), 105

Patterns of Success in German Business (Kruger W) 1989 22 (2), 106

Xerox Charts a New Strategic Direction (Kennedy C) 1989 22 (1), 10

## CHANGE MANAGEMENT

How NASA moved from R & D to Operations (Hunsucker J L, Brah S A, Santos D L) 1989 22 (6), 38

Managing Strategic Change in a Mature Business (Whipp R, Rosenfield R, Pettigrew A) 1989 22 (6), 92

The Transformation of AT & T (Kennedy C) 1989 22 (3), 10

## CHEMICAL INDUSTRY

Planning for Emergencies—Lessons From the Chemical Industry (Kharbanda O P, Stallworthy E A) 1989 22 (1), 83

## CHIEF EXECUTIVE OFFICER

Who Controls the Board? (Mills G) 1989 22 (3), 125

## CLOTHING INDUSTRY

Competitive Strategies in the Clothing Industry 1989 (McNamee P, McHugh M) 1989 22 (4), 63

Mapping Competitive Groups in the Clothing Industry (McNamee P, McHugh M) 1989 22 (5), 89

## COMPANY GROWTH

Planning for Growth in a Japanese Business (Serizawa Y) 1989 22 (2), 20

## COMPETITION

1992: The Implications for Management (Mitchell D) 1989 22 (1), 32

Strategies for Global Competition (Lei D) 1989 22 (1), 102

## COMPUTER SYSTEMS

Investing in CAD: A Case of *ad hoc* Decision-making (Currie W L) 1989 22 (6), 85

The Software Life Cycle in Computer Applications (Lehner F) 1989 22 (5), 38

Towards the Library of the Future (Feigenbaum E A) 1989 22 (1), 118

## CONSUMER BEHAVIOUR

Competitive Strategies in Retailing (Walters D, Knee D) 1989 22 (6), 74

## CORPORATE IMAGE

Communicating Corporate Strategy—The Payoffs and the Risks (Higgins R B, Diffenbach J) 1989 22 (3), 133

## CORPORATE MODELS

Using Computer Models in Corporate Planning (Kumar R, Vrat P) 1989 22 (2), 114

## CORPORATE PLANNING

Corporate Planning in Hungarian Companies (Csath M) 1989 22 (4), 89

Corporate Planning Takes off in Singapore (Hou Wee C, Farley J U, Lee S K) 1989 22 (2), 78

Defining the Role of the Board (Demb A, Chouet D, Lossius T, Neubauer F) 1989 22 (1), 61

Developing an Enterprise Culture at British Telecom (Brunnen D J) 1989 22 (2), 27

Developing a Competitive Intelligence System for IT (Ewusi-Mensah K) 1989 22 (5), 121

Growth in Activist Groups: How Can Business Cope? (Pattakos A N) 1989 22 (3), 98

How Danish Companies Plan (Ackelsberg R, Harris W C) 1989 22 (6), 111

Using Computer Models in Corporate Planning (Kumar R, Vrat P) 1989 22 (2), 114

Xerox Charts a New Strategic Direction (Kennedy C) 1989 22 (1), 10

## CORPORATE STRATEGY

Assessing Company Strength Using Added Value (Bryant J) 1989 22 (3), 34

Building a Competitive Advantage Through Information Technology (Jackson C) 1989 22 (4), 29

Communicating Corporate Strategy—The Payoffs and the Risks (Higgins R B, Diffenbach J) 1989 22 (3), 133

Competitive Strategies in the Clothing Industry (McNamee P, McHugh M) 1989 22 (4), 63

Corporate Strategy and Entrepreneurial Vision (Shirley S) 1989 22 (6), 107

Corporate Strategy and Public Policy in Saudi Arabia (Luqmani M, Yavas U, Quraeshi Z A) 1989 22 (4), 79

Creating Value to Keep the Raiders at Bay (Reimann B C) 1989 22 (3), 18

Developing Competitive Advantage in Small and Medium-size Firms (Bamberger I) 1989 22 (5), 80

GE's High-tech Strategy (Koerner E) 1989 22 (4), 11

International Business Through Barter and Countertrade (Aggarwal R) 1989 22 (3), 75

Strategic Credibility—The Basis of a Strong Share Price (Higgins R B, Diffenbach J) 1989 22 (6), 10

Strategies for a Pan European Market (Vandermerwe S) 1989 22 (3), 45

## DATA BASES

Developing a Competitive Intelligence System for IT (Ewusi-Mensah K) 1989 22 (5), 121

## DECISION-MAKING

Investing in CAD: A Case of *ad hoc* Decision-making (Currie W L) 1989 22 (6), 85

## DELPHI TECHNIQUE

Realistic Planning for Transportation—A Flexible Approach (Khan A M) 1989 22 (5), 128

## DEMOGRAPHY

Middle Class Decline in Post-industrial Society (Simmie J, Brady R) 1989 22 (4), 52

## DENMARK

How Danish Companies Plan (Ackelsberg R, Harris W C) 1989 22 (6), 111

## **DEVELOPING COUNTRIES**

A Health Strategy for Nigeria (Adeyami K S, Petu A O) 1989 22 (6), 55

Transferring Technology to Developing Countries—Critical Factors for Success (Madu C N) 1989 22 (4), 115

## **DEVELOPMENT**

Assessing the Performance of a Development Bank (Jain P K) 1989 22 (6), 100

## **DISASTERS**

Planning for Emergencies—Lessons from the Chemical Industry (Kharbanda O P, Stallworthy E A) 1989 22 (1), 83

## **DISTRIBUTION**

Avoiding Dependence on Suppliers and Distributors (Bourantas D) 1989 22 (3), 140

## **ELECTRONICS INDUSTRY**

Planning Research and Development at Hitachi (Kuwahara Y, Okada O, Horikoshi H) 1989 22 (3), 54

## **ENTREPRENEURSHIP**

Corporate Strategy and Entrepreneurial Vision (Shirley S) 1989 22 (6), 107

Getting a Quicker Pay-off from R & D (van den Kroonenberg H H) 1989 22 (5), 51

Promoting Entrepreneurship in Large Companies (Pearson G J) 1989 22 (3), 87

## **EUROPE**

Towards 1992: A Strategy for Training (Day D) 1989 22 (6), 48

## **FEDERAL REPUBLIC OF GERMANY**

Patterns of Success in German Business (Kruger W) 1989 22 (2), 106

## **FINANCIAL INSTITUTIONS**

The Revolution in Building Societies (Wells G E) 1989 22 (5), 30

## **FINANCIAL PLANNING**

Financial Planning, Using Goal Programming (Batson R G) 1989 22 (5), 112

## **FINANCIAL SERVICES**

The Revolution in Building Societies (Wells G E) 1989 22 (5), 30

## **FORECASTING**

Managing Public Policy Issues (Barrows D S, Morris S) 1989 22 (6), 66

Management in the 21st Century (Makridakis S) 1989 22 (2), 37

Realistic Planning for Transportation—A Flexible Approach (Khan A M) 1989 22 (5), 128

## **FUTURE**

The Future of Leisure (Culligan K, Murphy J) 1989 22 (6), 127

## **FUTURE STUDIES**

Testing Plans Against Alternative Futures (Boshoff H) 1989 22 (5), 69

## **GAS INDUSTRY**

Planning an Information System at Netherlands Gas (Adriaans W, Hoogakker J T) 1989 22 (3), 64

## **GOVERNMENT**

The Thatcher Revolution—Radical Policies in a Changing Society (Worcester R M) 1989 22 (4), 72

## **GREECE**

Planning for Esso Greece—The Impact of Nationalization (Labroukos N S, Lioukas S) 1989 22 (4), 98

## **HEALTH**

The Future for Pharmaceuticals in a Health Care Crisis (Redwood H) 1989 22 (1), 18

A Health Strategy for Nigeria (Adeyami K S, Petu A O) 1989 22 (6), 55

Planning for the Physically Handicapped (Kenny B, Richards G, Clarke-Hill C) 1989 22 (2), 91

## **HIGH TECHNOLOGY**

GE's High-tech Strategy (Koerner E) 1989 22 (4), 11

## **HUNGARY**

Corporate Planning in Hungarian Companies (Csath M) 1989 22 (4), 89

## **INDIA**

Assessing the Performance of a Development Bank (Jain P K) 1989 22 (6), 100

Strategic Planning for Power Equipment Manufacture (Shah R K D) 1989 22 (5), 98

Turnaround of a Cable Company (Gopal R) 1989 22 (1), 98

## **INFORMATION SYSTEMS**

An Information System for Just-In-Time (Yoo S) 1989 22 (6), 117

Planning an Information System at Netherlands Gas (Adriaans W, Hoogakker J T) 1989 22 (3), 64

## **INFORMATION TECHNOLOGY**

An Information System for Just-In-Time (Yoo S) 1989 22 (6), 117

Building a Competitive Advantage Through Information Technology (Jackson C) 1989 22 (4), 29

Developing a Competitive Intelligence System for IT (Ewusi-Mensah K) 1989 22 (5), 121

## **INNOVATION**

Breakthrough: The Development of the Canon Personal Copier (Yamanouchi T) 1989 22 (5), 11

Creating a Climate for Innovation (Humble J. Jones G) 1989 22 (4), 46

Developing an Enterprise Culture at British Telecom (Brunner D J) 1989 22 (2), 27

Promoting Entrepreneurship in Large Companies (Pearson G J) 1989 22 (3), 87

## **INSURANCE COMPANIES**

Controlling Overseas Insurance Subsidiaries (Petroni G) 1989 22 (4), 106

Creating a Successful Marketing Strategy for UNI Insurance (Øverland T) 1989 22 (4), 25

International Strategies of Dutch Insurance Companies (Jan Eppink D, van Rhijn B M) 1989 22 (1), 41

## **INSURANCE INDUSTRY**

Strategic Thinking in Insurance (Howard E F) 1989 22 (5), 76

## **INTERNATIONAL BUSINESS**

International Strategies of Dutch Insurance Companies (Jan Eppink D, van Rhijn B M) 1989 22 (1), 41

## **INTERNATIONAL TRADE**

Competing Against Low Cost Cutlery Imports (Grant R M) 1989 22 (5), 59

International Business Through Barter and Countertrade (Aggarwal R) 1989 22 (3), 75

## **JAPAN**

Breakthrough: The Development of the Canon Personal Copier (Yamanouchi T) 1989 22 (5), 11

New Product Planning at Hitachi (Nishikawa T) 1989 22 (4), 20

Planning for Growth in a Japanese Business (Serizawa Y) 1989 22 (2), 20

Success Through Culture Change in a Japanese Brewery (Nakajo T, Kono T) 1989 22 (6), 29

## **KOREA**

Can Hyundai Go It Alone? (Hyun Y, Lee J) 1989 22 (2), 63

## **LARGE BUSINESSES**

GE's High-tech Strategy (Koerner E) 1989 22 (4), 11

Promoting Entrepreneurship in Large Companies (Pearson G J) 1989 22 (3), 87

## **LEADERSHIP**

Who Controls the Board? (Mills G) 1989 22 (3), 125

## **LEISURE INDUSTRY**

The Future of Leisure (Culligan K, Murphy J) 1989 22 (6), 127

## **LESS DEVELOPED COUNTRIES**

Transferring Technology to Developing Countries—Critical Factors for Success (Madu C N) 1989 22 (4), 115



## **LIBRARIES**

Towards the Library of the Future (Feigenbaum E A) 1989  
22 (1), 118

## **LIFE CYCLES**

The Software Life Cycle in Computer Applications (Lehner  
F) 1989 22 (5), 38

## **LONG RANGE PLANNING**

Privatization—A Cure for all Ills? (Hammer R M, Hinterhuber  
H H, Lorentz J) 1989 22 (6), 19

Strategies for Global Competition (Lei D) 1989 22 (1), 102

Testing Plans Against Alternative Futures (Boshoff H) 1989  
22 (5), 69

Xerox Charts a New Strategic Direction (Kennedy C) 1989  
22 (1), 10

## **MANAGEMENT**

1992: The Implications for Management (Mitchell D) 1989  
22 (1), 32

Management in the 21st Century (Makridakis S) 1989 22  
(2), 37

## **MANAGEMENT CONTROL**

Controlling Overseas Insurance Subsidiaries (Petroni G)  
1989 22 (4), 106

Defining the Role of the Board (Demb A, Chouet D, Lossius  
T, Neubauer F) 1989 22 (1), 61

## **MANAGEMENT DEVELOPMENT**

Managing Strategic Change in a Mature Business (Whipp R,  
Rosenfield R, Pettigrew A) 1989 22 (6), 92

## **MANUFACTURING**

How Sumitomo Transformed Dunlop Tyres (Radford G D)  
1989 22 (3), 28

Turnaround of a Cable Company (Gopal R) 1989 22 (1), 98

## **MANUFACTURING STRATEGY**

An Information System for Just-In-Time (Yoo S) 1989 22  
(6), 117

Building a Competitive Advantage Through Information  
Technology (Jackson C) 1989 22 (4), 29

Competing Against Low Cost Cutlery Imports (Grant R M)  
1989 22 (5), 59

Managing a Successful Turnaround (Zimmerman F M) 1989  
22 (3), 105

Smaller Car Firms—Will They Survive? (Rhys G) 1989 22  
(5), 22

Strategic Planning for Power Equipment Manufacture (Shah  
R K D) 1989 22 (5), 98

## **MARKETING**

Creating a Successful Marketing Strategy for UNI Insurance  
(Overland T) 1989 22 (4), 25

Market Segmentation for Pharmaceuticals (Lidstone J) 1989  
22 (2), 54

New Product Planning at Hitachi (Nishikawa T) 1989 22  
(4), 20

## **MARKETS**

Competing Against Low Cost Cutlery Imports (Grant R M)  
1989 22 (5), 59

## **MERGERS**

Creating Value to Keep the Raiders at Bay (Reimann B C)  
1989 22 (3), 18

How Sumitomo Transformed Dunlop Tyres (Radford G D)  
1989 22 (3), 28

The Revolution in Building Societies (Wells G E) 1989 22  
(5), 30

## **MISSION STATEMENTS**

Defining the Role of the Board (Demb A, Chouet D, Lossius  
T, Neubauer F) 1989 22 (1), 61

How Companies Define Their Mission (David F R) 1989 22  
(1), 90

## **MODELS**

Designing a Business Scanning System (Calori R) 1989 22  
(1), 69

The Software Life Cycle in Computer Applications (Lehner  
F) 1989 22 (5), 38

## **MOTOR INDUSTRY**

Can Hyundai Go It Alone? (Hyun Y, Lee J) 1989 22 (2), 63

Managing a Successful Turnaround (Zimmerman F M) 1989  
22 (3), 105

Planning for Growth in a Japanese Business (Serizawa Y)  
1989 22 (2), 20

Smaller Car Firms—Will They Survive? (Rhys G) 1989 22  
(5), 22

Technology Planning at General Motors (Koerner E) 1989  
22 (2), 9

## **MULTI NATIONAL COMPANIES**

Strategies for Global Competition (Lei D) 1989 22 (1), 102

## **NATIONAL PLANNING**

A Health Strategy for Nigeria (Adeyami K S, Petu A O) 1989  
22 (6), 55

## **NEGOTIATION**

Generic Win-Win Negotiating Solutions (Nielsen R P) 1989  
22 (5), 137

## **NETHERLANDS**

Planning an Information System at Netherlands Gas  
(Adriaans W, Hoogakker J T) 1989 22 (3), 64

## **NEW PRODUCTS**

Breakthrough: The Development of the Canon Personal  
Copier (Yamanouchi T) 1989 22 (5), 11

New Product Planning at Hitachi (Nishikawa T) 1989 22  
(4), 20

## **NIGERIA**

A Health Strategy for Nigeria (Adeyami K S, Petu A O) 1989  
22 (6), 55

## **NON-PROFIT ORGANIZATIONS**

Planning for the Physically Handicapped (Kenny B, Richards  
G, Clarke-Hill C) 1989 22 (2), 91

## **OIL INDUSTRY**

Planning for Esso Greece—The Impact of Nationalization  
(Labroukos N S, Lioukas S) 1989 22 (4), 98

## **ORGANIZATIONAL BEHAVIOUR**

How NASA moved from R & D to Operations (Hunsucker  
J L, Brah S A, Santos D L) 1989 22 (6), 38

Success Through Culture Change in a Japanese Brewery  
(Nakajo T, Kono T) 1989 22 (6), 29

## **ORGANIZATIONAL CHANGE**

Developing an Enterprise Culture at British Telecom  
(Brunnen D J) 1989 22 (2), 27

Success Through Culture Change in a Japanese Brewery  
(Nakajo T, Kono T) 1989 22 (6), 29

The Transformation of AT & T (Kennedy C) 1989 22 (3), 10

## **ORGANIZATIONAL DESIGN**

International Strategies of Dutch Insurance Companies (Jan  
Eppink D, van Rhijn B M) 1989 22 (1), 41

## **ORGANIZATIONAL EFFECTIVENESS**

Creating a Climate for Innovation (Humble J. Jones G)  
1989 22 (4), 46

Pay for Performance—An Instrument of Strategy (Murphy T)  
1989 22 (4), 40

## **PAY**

Pay for Performance—An Instrument of Strategy (Murphy T)  
1989 22 (4), 40

## **PERFORMANCE APPRAISAL**

Pay for Performance—An Instrument of Strategy (Murphy T)  
1989 22 (4), 40

## **PERSONNEL MANAGEMENT**

Implementing Strategies for Human Resources (Zabriskie N,  
Huellmantel A) 1989 22 (2), 70

Reducing Personnel Turnover and Improving Morale (Kohl  
J P, Stephens D B) 1989 22 (4), 125

Woolworth's Drive for Excellence (Rose D) 1989 22 (1), 28

## **PHARMACEUTICAL INDUSTRY**

Market Segmentation for Pharmaceuticals (Lidstone J) 1989  
22 (2), 54

The Future for Pharmaceuticals in a Health Care Crisis  
(Redwood H) 1989 22 (1), 18

## **PLANNING**

Corporate Planning Takes off in Singapore (Hou Wee C,  
Farley J U, Lee S K) 1989 22 (2), 78

Evaluating Alternative Strategies Using Scenarios (Whipple III W) 1989 22 (3), 82

How Danish Companies Plan (Ackelsberg R, Harris W C) 1989 22 (6), 111

Participative Planning for a Public Service (Grewe T, Marshall J, O'Toole D E) 1989 22 (1), 110

Planning an Information System at Netherlands Gas (Adriaans W, Hoogakker J T) 1989 22 (3), 64

Planning for Growth in a Japanese Business (Serizawa Y) 1989 22 (2), 20

Planning for the Physically Handicapped (Kenny B, Richards G, Clarke-Hill C) 1989 22 (2), 91

Planning Research and Development at Hitachi (Kuwahara Y, Okada O, Horikoshi H) 1989 22 (3), 54

Realistic Planning for Transportation—A Flexible Approach (Khan A M) 1989 22 (5), 128

Strategic Planning in Banks—Does it Pay? (Gup B E, Whitehead D D) 1989 22 (1), 124

Testing Plans Against Alternative Futures (Boshoff H) 1989 22 (5), 69

**POLICY**

The Thatcher Revolution—Radical Policies in a Changing Society (Worcester R M) 1989 22 (4), 72

**POLICY MAKING**

Managing Public Policy Issues (Barrows D S, Morris S) 1989 22 (6), 66

**POLITICS**

The Thatcher Revolution—Radical Policies in a Changing Society (Worcester R M) 1989 22 (4), 72

**PORTFOLIO MANAGEMENT**

Creating Value to Keep the Raiders at Bay (Reimann B C) 1989 22 (3), 18

**PRIVATE SECTOR**

Privatization—A Cure for all Ills? (Hammer R M, Hinterhuber H H, Lorentz J) 1989 22 (6), 19

**PROBLEM FORMULATION**

A Tough Future for Australian Business (Laczniak E R, Pecotich A, Carroll B) 1989 22 (1), 48

**PRODUCT DEVELOPMENT**

Breakthrough: The Development of the Canon Personal Copier (Yamanouchi T) 1989 22 (5), 11

Building a Competitive Advantage Through Information Technology (Jackson C) 1989 22 (4), 29

Creating a Climate for Innovation (Humble J, Jones G) 1989 22 (4), 46

GE's High-tech Strategy (Koerner E) 1989 22 (4), 11

New Product Planning at Hitachi (Nishikawa T) 1989 22 (4), 20

Planning Research and Development at Hitachi (Kuwahara Y, Okada O, Horikoshi H) 1989 22 (3), 54

**PRODUCTION MANAGEMENT**

Technology Planning at General Motors (Koerner E) 1989 22 (2), 9

**PROFITABILITY**

Assessing the Performance of a Development Bank (Jain P K) 1989 22 (6), 100

Strategic Planning in Banks—Does it Pay? (Gup B E, Whitehead D D) 1989 22 (1), 124

**PUBLIC AFFAIRS**

Communicating Corporate Strategy—The Payoffs and the Risks (Higgins R B, Diffenbach J) 1989 22 (3), 133

Growth in Activist Groups: How Can Business Cope? (Pattakos A N) 1989 22 (3), 98

**PUBLIC POLICY**

Corporate Strategy and Public Policy in Saudi Arabia (Luqmani M, Yavas U, Quraeshi Z A) 1989 22 (4), 79

Managing Public Policy Issues (Barrows D S, Morris S) 1989 22 (6), 66

**PUBLIC SECTOR**

Participative Planning for a Public Service (Grewe T, Marshall J, O'Toole D E) 1989 22 (1), 110

Strategic Planning for a Public Sector Enterprise (Karagozoglu N, Seglund R) 1989 22 (2), 121

## QUALITY CIRCLES

Success Through Culture Change in a Japanese Brewery (Nakajo T, Kono T) 1989 22 (6), 29

## R & D PLANNING

Getting a Quicker Pay-off from R & D (van den Kroonenberg H H) 1989 22 (5), 51

How NASA moved from R & D to Operations (Hunsucker J L, Brah S A, Santos D L) 1989 22 (6), 38

Planning Research and Development at Hitachi (Kuwahara Y, Okada O, Horikoshi H) 1989 22 (3), 54

## RATE OF RETURN

Assessing the Performance of a Development Bank (Jain P K) 1989 22 (6), 100

## RESOURCE MANAGEMENT

Avoiding Dependence on Suppliers and Distributors (Bourantas D) 1989 22 (3), 140

## RETAILING

Competitive Strategies in Retailing (Walters D, Knee D) 1989 22 (6), 74

Woolworth's Drive for Excellence (Rose D) 1989 22 (1), 28

## RISK MANAGEMENT

Planning for Emergencies—Lessons From the Chemical Industry (Kharbanda O P, Stallworthy E A) 1989 22 (1), 83

## ROAD TRANSPORT

Realistic Planning for Transportation—A Flexible Approach (Khan A M) 1989 22 (5), 128

## SAFETY

Planning for Emergencies—Lessons From the Chemical Industry (Kharbanda O P, Stallworthy E A) 1989 22 (1), 83

## SAUDI ARABIA

Corporate Strategy and Public Policy in Saudi Arabia (Luqmani M, Yavas U, Quraeshi Z A) 1989 22 (4), 79

## SCENARIOS

Evaluating Alternative Strategies Using Scenarios (Whipple III W) 1989 22 (3), 82

## SERVICE INDUSTRIES

Creating a Successful Marketing Strategy for UNI Insurance (Overland T) 1989 22 (4), 25

## SHARE PRICES

Creating Value to Keep the Raiders at Bay (Reimann B C) 1989 22 (3), 18

Strategic Credibility—The Basis of a Strong Share Price (Higgins R B, Diffenbach J) 1989 22 (6), 10

## SHAREHOLDERS

Strategic Credibility—The Basis of a Strong Share Price (Higgins R B, Diffenbach J) 1989 22 (6), 10

## SIMULATION MODELS

Using Computer Models in Corporate Planning (Kumar R, Vrat P) 1989 22 (2), 114

## SINGAPORE

Corporate Planning Takes off in Singapore (Hou Wee C, Farley J U, Lee S K) 1989 22 (2), 78

## SINGLE EUROPEAN MARKET

1992: The Implications for Management (Mitchell D) 1989 22 (1), 32

Strategies for a Pan European Market (Vandermerwe S) 1989 22 (3), 45

Towards 1992: A Strategy for Training (Day D) 1989 22 (6), 48

## SMALL BUSINESS

Developing Competitive Advantage in Small and Medium-size Firms (Bamberger I) 1989 22 (5), 80

## SOCIAL STRUCTURE

Middle Class Decline in Post-industrial Society (Simmie J, Brady R) 1989 22 (4), 52

## SOCIETY

Middle Class Decline in Post-industrial Society (Simmie J, Brady R) 1989 22 (4), 52



- The Thatcher Revolution—Radical Policies in a Changing Society (Worcester R M) 1989 **22** (4), 72
- STAFFING**
- Reducing Personnel Turnover and Improving Morale (Kohl J P, Stephens D B) 1989 **22** (4), 125
- STATE OWNED ENTERPRISE**
- Corporate Planning in Hungarian Companies (Csath M) 1989 **22** (4), 89
- Corporate Strategy and Public Policy in Saudi Arabia (Luqmani M, Yavas U, Quraeshi Z A) 1989 **22** (4), 79
- Planning for Esso Greece—The Impact of Nationalization (Labroukos N S, Lioukas S) 1989 **22** (4), 98
- STRATEGIC ALLIANCES**
- Can Hyundai Go It Alone? (Hyun Y, Lee J) 1989 **22** (2), 63
- Strategies for Global Competition (Lei D) 1989 **22** (1), 102
- STRATEGIC MANAGEMENT**
- Competing Against Low Cost Cutlery Imports (Grant R M) 1989 **22** (5), 59
- Competitive Strategies in Retailing (Walters D, Knee D) 1989 **22** (6), 74
- Managing Strategic Change in a Mature Business (Whipp R, Rosenfield R, Pettigrew A) 1989 **22** (6), 92
- Privatization—A Cure for all Ills? (Hammer R M, Hinterhuber H H, Lorentz J) 1989 **22** (6), 19
- Strategic Planning for Power Equipment Manufacture (Shah R K D) 1989 **22** (5), 98
- Technology Planning at General Motors (Koerner E) 1989 **22** (2), 9
- Woolworth's Drive for Excellence (Rose D) 1989 **22** (1), 28
- STRATEGIC MAPPING**
- Mapping Competitive Groups in the Clothing Industry (McNamee P, McHugh M) 1989 **22** (5), 89
- STRATEGIC PLANNING**
- 1992: The Implications for Management (Mitchell D) 1989 **22** (1), 32
- A Tough Future for Australian Business (Lacznia E R, Pecotich A, Carroll B) 1989 **22** (1), 48
- Corporate Strategy and Entrepreneurial Vision (Shirley S) 1989 **22** (6), 107
- Corporate Strategy and Public Policy in Saudi Arabia (Luqmani M, Yavas U, Quraeshi Z A) 1989 **22** (4), 79
- Designing a Business Scanning System (Calori R) 1989 **22** (1), 69
- Financial Planning, Using Goal Programming (Batson R G) 1989 **22** (5), 112
- How Companies Define Their Mission (David F R) 1989 **22** (1), 90
- How Danish Companies Plan (Ackelsberg R, Harris W C) 1989 **22** (6), 111
- Identifying Strategic Issues (Murphy J J) 1989 **22** (2), 101
- Implementing Strategies for Human Resources (Zabriskie N, Huellmantel A) 1989 **22** (2), 70
- Market Segmentation for Pharmaceuticals (Lidstone J) 1989 **22** (2), 54
- Participative Planning for a Public Service (Grew T, Marshall J, O'Toole D E) 1989 **22** (1), 110
- Strategic Planning in Banks—Does it Pay? (Gup B E, Whitehead D D) 1989 **22** (1), 124
- Strategic Planning for Power Equipment Manufacture (Shah R K D) 1989 **22** (5), 98
- Strategic Planning for a Public Sector Enterprise (Karagozoglu N, Seglund R) 1989 **22** (2), 121
- Strategic Thinking in Insurance (Howard E F) 1989 **22** (5), 76
- Woolworth's Drive for Excellence (Rose D) 1989 **22** (1), 28
- Xerox Charts a New Strategic Direction (Kennedy C) 1989 **22** (1), 10
- STRATEGY**
- Can Hyundai Go It Alone? (Hyun Y, Lee J) 1989 **22** (2), 63
- Communicating Corporate Strategy—The Payoffs and the Risks (Higgins R B, Dffenbach J) 1989 **22** (3), 133
- Generic Win-Win Negotiating Solutions (Nielsen R P) 1989 **22** (5), 137
- GE's High-tech Strategy (Koerner E) 1989 **22** (4), 11
- How Companies Define Their Mission (David F R) 1989 **22** (1), 90
- Strategies for Global Competition (Lei D) 1989 **22** (1), 102
- Strategies for a Pan European Market (Vandermerwe S) 1989 **22** (3), 45
- STRATEGY FORMULATION**
- Avoiding Dependence on Suppliers and Distributors (Bourantas D) 1989 **22** (3), 140
- Evaluating Alternative Strategies Using Scenarios (Whipple III W) 1989 **22** (3), 82
- Identifying Strategic Issues (Murphy J J) 1989 **22** (2), 101
- STRATEGY IMPLEMENTATION**
- Implementing Strategies for Human Resources (Zabriskie N, Huellmantel A) 1989 **22** (2), 70
- Patterns of Success in German Business (Kruger W) 1989 **22** (2), 106
- STRUCTURAL ANALYSIS**
- Designing a Business Scanning System (Calori R) 1989 **22** (1), 69
- SUPPLY MANAGEMENT**
- Avoiding Dependence on Suppliers and Distributors (Bourantas D) 1989 **22** (3), 140
- TECHNOLOGICAL CHANGE**
- Investing in CAD: A Case of *ad hoc* Decision-making (Currie W L) 1989 **22** (6), 85
- TECHNOLOGICAL INNOVATION**
- Strategies for Global Competition (Lei D) 1989 **22** (1), 102
- TECHNOLOGY**
- Technology Planning at General Motors (Koerner E) 1989 **22** (2), 9
- TECHNOLOGY TRANSFER**
- Getting a Quicker Pay-off from R & D (van den Kroonenberg H H) 1989 **22** (5), 51
- Transferring Technology to Developing Countries—Critical Factors for Success (Madu C N) 1989 **22** (4), 115
- TELECOMMUNICATIONS INDUSTRY**
- Developing an Enterprise Culture at British Telecom (Brunner D J) 1989 **22** (2), 27
- The Transformation of AT & T (Kennedy C) 1989 **22** (3), 10
- TOP MANAGEMENT**
- Defining the Role of the Board (Demb A, Chouet D, Lossius T, Neubauer F) 1989 **22** (1), 61
- Who Controls the Board? (Mills G) 1989 **22** (3), 125
- TRAINING**
- Towards 1992: A Strategy for Training (Day D) 1989 **22** (6), 48
- TRANSPORTATION**
- Realistic Planning for Transportation—A Flexible Approach (Khan A M) 1989 **22** (5), 128
- TURNAROUND STRATEGIES**
- How Sumitomo Transformed Dunlop Tyres (Radford G D) 1989 **22** (3), 28
- Managing a Successful Turnaround (Zimmerman F M) 1989 **22** (3), 105
- Turnaround of a Cable Company (Gopal R) 1989 **22** (1), 98
- UNITED KINGDOM**
- The Thatcher Revolution—Radical Policies in a Changing Society (Worcester R M) 1989 **22** (4), 72
- UNITED STATES OF AMERICA**
- Technology Planning at General Motors (Koerner E) 1989 **22** (2), 9
- UNIVERSITIES**
- Getting a Quicker Pay-off from R & D (van den Kroonenberg H H) 1989 **22** (5), 51
- VALUE ADDED**
- Assessing Company Strength Using Added Value (Bryant J) 1989 **22** (3), 34





# Author Index

- ACKELSBURG R, HARRIS W. C. How Danish Companies Plan 1989 **22** (6), 111
- ADEYAMI K S, PETU A O. A Health Strategy for Nigeria 1989 **22** (6), 55
- ADRIAANS W, HOOGAKKER J T. Planning an Information System at Netherlands Gas 1989 **22** (3), 64
- AGGARWAL R. International Business Through Barter and Countertrade 1989 **22** (3), 75
- BAMBERGER I. Developing Competitive Advantage in Small and Medium-size Firms 1989 **22** (5), 80
- BARROWS D S, MORRIS S. Managing Public Policy Issues 1989 **22** (6), 66
- BATSON R G. Financial Planning, Using Goal Programming 1989 **22** (5), 112
- BOUTANTAS D. Avoiding Dependence on Suppliers and Distributors 1989 **22** (3), 140
- BRADY R *see* SIMMIE J
- BRAH S A *see* HUNSUCKER J L
- BRUNNEN D J. Developing an Enterprise Culture at British Telecom 1989 **22** (2), 27
- BRYANT J. Assessing Company Strength Using Added Value 1989 **22** (3), 34
- CALORI R. Designing a Business Scanning System 1989 **22** (1), 69
- CARROLL B *see* LACZNIAK E R
- CHOUET D *see* DEMB A
- CLARKE-HILL C *see* KENNY B
- CSATH M. Corporate Planning in Hungarian Companies 1989 **22** (4), 89
- CULLIGAN K, MURPHY J. The Future of Leisure 1989 **22** (6), 127
- CURRIE W L. Investing in CAD: A Case of *ad hoc* Decision-making 1989 **22** (6), 85
- DAVID F R. How Companies Define Their Mission 1989 **22** (1), 90
- DAY D. Towards 1992: A Strategy for Training 1989 **22** (6), 48
- DEMB A, CHOUET D, LOSSIUS T, NEUBAUER F. Defining the Role of the Board 1989 **22** (1), 61
- DIFFENBACH J *see* HIGGINS R B
- EWUSI-MENSAH K. Developing a Competitive Intelligence System for IT 1989 **22** (5), 121
- FARLEY J U *see* HOU WEE, C
- FEIGENBAUM E A. Towards the Library of the Future 1989 **22** (1), 118
- GOPAL R. Turnaround of a Cable Company 1989 **22** (1), 98
- GRANT R M. Competing Against Low Cost Cutlery Imports 1989 **22** (5), 59
- GREWE T, MARSHALL J, O'TOOLE D E. Participative Planning for a Public Service 1989 **22** (1), 110
- GUP B E, WHITEHEAD D D. Strategic Planning in Banks—Does it Pay? 1989 **22** (1), 124
- HAMMER R M, HINTERHUBER H H, LORENTZ J. Privatization—A Cure for all Ills? 1989 **22** (6), 19
- HARRIS W C *see* ACKELSBURG R
- HIGGINS R B, DIFFENBACH J. Communicating Corporate Strategy—The Payoffs and the Risks 1989 **22** (3), 133
- HIGGINS R B, DIFFENBACH J. Strategic Credibility—The Basis of a Strong Share Price 1989 **22** (6), 10
- HINTERHUBER H H *see* HAMMER R M
- HOOGAKKER J T *see* ADRIAANS W
- HORIKOSHI H *see* KUWAHARA Y
- HOU WEE C, FARLEY J U, LEE S K. Corporate Planning Takes off in Singapore 1989 **22** (2), 78
- HOWARD E F. Strategic Thinking in Insurance 1989 **22** (5), 76
- HUELLMANTEL A *see* ZABRISKIE N
- HUMBLE J, JONES G. Creating a Climate for Innovation 1989 **22** (4), 46
- HUNSUCKER J L, BRAH S A, SANTOS D L. How NASA moved from R & D to Operations 1989 **22** (6), 38
- HYUN Y, LEE J. Can Hyundai Go It Alone? 1989 **22** (2), 63
- JACKSON C. Building a Competitive Advantage Through Information Technology 1989 **22** (4), 29
- JAIN P K. Assessing the Performance of a Development Bank 1989 **22** (6), 100
- JAN EPPINK D, VAN RHIJN B M. International Strategies of Dutch Insurance Companies 1989 **22** (1), 41
- KARAGOZOGLU N, SEGLUND R. Strategic Planning for a Public Sector Enterprise 1989 **22** (2), 121
- KENNEDY C. The Transformation of AT & T 1989 **22** (3), 10
- KENNEDY C. Xerox Charts a New Strategic Direction 1989 **22** (1), 10
- KENNY B, RICHARDS G, CLARKE-HILL C. Planning for the Physically Handicapped 1989 **22** (2), 91
- KHAN A M. Realistic Planning for Transportation—A Flexible Approach 1989 **22** (5), 128
- KHARBANDA O P, STALLWORTHY E A. Planning for Emergencies—Lessons from the Chemical Industry 1989 **22** (1), 83
- KNEE D *see* WALTERS, D
- KOERNER E. GE's High-tech Strategy 1989 **22** (4), 11
- KOERNER E. Technology Planning at General Motors 1989 **22** (2), 9
- KOHL J P, STEPHENS D B. Reducing Personnel Turnover and Improving Morale 1989 **22** (4), 125
- KONO T *see* NAKAJO T
- KRUGER W. Patterns of Success in German Business 1989 **22** (2), 106
- KUMAR R, VRAT P. Using Computer Models in Corporate Planning 1989 **22** (2), 114
- KUWAHARA Y, OKADA O, HORIKOSHI H. Planning Research and Development at Hitachi 1989 **22** (3), 54
- LABROUKOS N S, LIOUKAS S. Planning for Esso Greece—The Impact of Nationalization 1989 **22** (4), 98
- LACZNIAK E R, PECOTICH A, CARROLL B. A Tough Future for Australian Business 1989 **22** (1), 48
- LEE J *see* HYUN Y
- LEE S K *see* HOU WEE C
- LEHNER F. The Software Life Cycle in Computer Applications 1989 **22** (5), 38
- LEI D. Strategies for Global Competition 1989 **22** (1), 102
- LIDSTONE J. Market Segmentation for Pharmaceuticals 1989 **22** (2), 54
- LIOUKAS S *see* LABROUKOS N S
- LORENTZ J *see* HAMMER R M
- LOSSIUS T *see* DEMB A
- LUQMANI M, YAVAS U, QURAESHI Z A. Corporate Strategy and Public Policy in Saudi Arabia 1989 **22** (4), 79
- McHUGH M *see* McNAMEE P
- McNAMEE P, McHUGH M. Competitive Strategies in the Clothing Industry 1989 **22** (4), 63
- McNAMEE P, McHUGH M. Mapping Competitive Groups in the Clothing Industry 1989 **22** (5), 89

- MADU C N. Transferring Technology to Developing Countries—Critical Factors for Success 1989 **22** (4), 115
- MAKRIDAKIS S. Management in the 21st Century 1989 **22** (2), 37
- MARSHALL J. *see* GREWE T
- MILLS G. Who Controls the Board? 1989 **22** (3), 125
- MITCHELL D. 1992: The Implications for Management 1989 **22** (1), 32
- MORRIS S *see* BARROWS D S
- MURPHY J J. Identifying Strategic Issues 1989 **22** (2), 101
- MURPHY J *see* CULLIGAN K
- MURPHY T. Pay for Performance—An Instrument of Strategy 1989 **22** (4), 40
- NAKAJO T, KONO T. Success Through Culture Change in a Japanese Brewery 1989 **22** (6), 29
- NEUBAUER F *see* DEMB A
- NIELSEN R P. Generic Win-Win Negotiating Solutions 1989 **22** (5), 137
- NISHIKAWA T. New Product Planning at Hitachi 1989 **22** (4), 20
- OKADA O *see* KUWAHARA Y
- O'TOOLE D E *see* GREWE T
- ØVERLAND T. Creating a Successful Marketing Strategy for UNI Insurance 1989 **22** (4), 25
- PATTAKOS A N. Growth in Activist Groups: How Can Business Cope? 1989 **22** (3), 98
- PEARSON G J. Promoting Entrepreneurship in Large Companies 1989 **22** (3), 87
- PECOTICH A *see* LACZNIAK E R
- PETRONI G. Controlling Overseas Insurance Subsidiaries 1989 **22** (4), 106
- PETTIGREW A *see* WHIPP R
- PETU A O *see* ADEYAMI K S
- QURAESHI Z A *see* LUQMANI M
- RADFORD G D. How Sumitomo Transformed Dunlop Tyres 1989 **22** (3), 28
- REDWOOD H. The Future for Pharmaceuticals in a Health Care Crisis 1989 **22** (1), 18
- REIMANN B C. Creating Value to Keep the Raiders at Bay 1989 **22** (3), 18
- RHYS G. Smaller Car Firms—Will They Survive? 1989 **22** (5), 22
- RICHARDS G *see* KENNY B
- ROSE D. Woolworth's Drive for Excellence 1989 **22** (1), 28
- ROSENFELD R *see* WHIPP R
- SANTOS D L *see* HUNSUCKER J L
- SEGLUND R *see* KARAGOZOGLU N
- SERIZAWA Y. Planning for Growth in a Japanese Business 1989 **22** (2), 20
- SHAH R K D. Strategic Planning for Power Equipment Manufacture 1989 **22** (5), 98
- SHIRLEY S. Corporate Strategy and Entrepreneurial Vision 1989 **22** (6), 107
- SIMMIE J, BRADY R. Middle Class Decline in Post-industrial Society 1989 **22** (4), 52
- STALLWORTHY E A *see* KHARBANDA O M
- STEPHENS D B *see* KOHL J P
- VAN DEN KROONENBERG H H. Getting a Quicker Pay-off from R & D 1989 **22** (5), 51
- VANDERMERWE S. Strategies for a Pan European Market 1989 **22** (3), 45
- VAN RHIJN B M *see* JAN EPPINK D
- VRAT P *see* KUMAR R
- WALTERS D, KNEE D. Competitive Strategies in Retailing 1989 **22** (6), 74
- WELLS G E. The Revolution in Building Societies 1989 **22** (5), 30
- WHIPPLE III W. Evaluating Alternative Strategies Using Scenarios 1989 **22** (3), 82
- WHIPP R, ROSENFELD R, PETTIGREW A. Managing Strategic Change in a Mature Business 1989 **22** (6), 92
- WHITEHEAD D D *see* GUP B E
- WORCESTER R M. The Thatcher Revolution—Radical Policies in a Changing Society 1989 **22** (4), 72
- YAMANOUCHI T. Breakthrough: The Development of the Canon Personal Copier 1989 **22** (5), 11
- YAVAS U *see* LUQMANI, M
- YOO S. An Information System for Just-In-Time 1989 **22** (6), 117
- ZABRISKIE N, HUELLMANTEL A. Implementing Strategies for Human Resources 1989 **22** (2), 70
- ZIMMERMAN F M. Managing a Successful Turnaround 1989 **22** (3), 105